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ABSTRACT

This book argues that situational leadership is a guise for amoral leadership. Successful leadership is ultimately rooted in high moral purpose and the consistent display of respect for followers. The book addresses three related questions: (1) What are the causes of resistance to change? (2) How can leaders effectively and morally overcome that resistance? and (3) Why is the dominant policy of leadership, which is based on contingency theory, neither an effective nor a moral guide for people who wish to lead change? Part 1 examines the experiences of leaders--in government, business, and elsewhere--who have brought about effective change in modern, complex settings. Values-based leaders are most effective at leading change over the long term. A values-based leader inspires others to lead the transformation by building an alternative system of belief and allowing others to adopt it as their own. To overcome resistance to change, leaders must change themselves. Part 2 focuses on how leaders go about creating followers. It examines why for five decades American industry resisted the ideas of such eminent thinkers as Drucker and Durkheim. An index and chapter endnotes are included. (LMI)

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